

COMBINED JOINT TASK FORCE — HORN OF AFRICA

U.S. Africa Command



PARTNER IN A
NEW PARADIGM



Compiled by CJTF-HOA J-9, Engagement and Outreach Division. Photos courtesy of CJTF-HOA Public Affairs Office and CJ-9 Engagement/Outreach staff.

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Dear Reader:

I have the distinct honor of serving with the men and women of Combined Joint Task Force—Horn of Africa (CJTF-HOA), based at Camp Lemonnier, Djibouti.

In contrast to the U.S. Military's traditional combat role, CJTF-HOA works to prevent conflict in East Africa through a series of whole-of-government approaches. These efforts use the resources of Diplomacy, Development, and Defense to strengthen our partner nations' abilities to govern effectively, prosper economically, and provide secure environments for their citizens.

The staff works in concert with U.S. Embassies and our geographic combatant commander to achieve complementary goals through military-to-military engagements, civil-military operations, and a proactive outreach program.

This document focuses on CJTF-HOA's contributions to the East Africa region in terms of our goals as follows:

- Enhance partner-nation capacity
- Promote regional security and stability
- Dissuade conflict
- Protect U.S. and Coalition interests

Since the creation of AFRICOM in 2008, we have completed hundreds of projects focused on education, health, and essential services. We have completed thousands of person-days of information exchanges with our partner-nation militaries. We have enhanced the professionalism of security services with partnering and mentoring engagements.

Please accept my thanks for your interest in and support of Combined Joint Task Force—Horn of Africa. In these pages and at the link listed below, you will learn more about our efforts in East Africa and the accomplishments of the remarkable men and women—Servicemembers and civilians—who are a part of our team.

With our partner nations and our Diplomacy and Development colleagues, we have achieved enviable success. There remains much to be done to ensure a safe and stable Africa, but through our collective efforts we can accomplish these worthy goals.

— Rear Admiral Michael T. Franken

CJTF-HOA: Partner in a New Paradigm

The Beginnings

The United States Government established the Combined Joint Task Force-Horn of Africa (CJTF-HOA) as part of its overall response to the September 11, 2001, terrorist attacks on the United States, as well as U.S. Embassy bombings in Nairobi, Kenya, and Dar Es Salaam, Tanzania, in 1998. Originally under U.S. Central Command (CENTCOM), CJTF-HOA deployed to the Gulf of Aden aboard the USS *Mount Whitney* in December 2002.



Counter-IED Class, Nairobi, Kenya



Orientation, Djibouti City, Djibouti



VETCAP, Kaabong, Uganda

CJTF-HOA's initial mission was to respond to the terrorist threat linked to al-Qaeda in Afghanistan during the early stages of Operation Enduring Freedom. In 2003, CJTF-HOA moved ashore to Camp Lemonnier, Djibouti, to conduct counterterrorist operations in East Africa. Prompted by the formation of U.S. Africa Command (AFRICOM) in 2008, which now oversees the task force, CJTF-HOA takes an indirect approach, as shown in the photos above, through persistent engagement and building partner-nation capacity to promote longer-term regional stability and dissuade conflict.

Creating Conditions for Cooperation

The indirect approach focuses on creating conditions that increase the capacity of the population to resist violent extremism in the most vulnerable areas. The U.S. Department of State and the U.S. Agency for International Development (USAID) focus on governance and development, respectively, and CJTF-HOA assists these efforts through Civil-Military Operations (CMO), engaging partner-nation militaries, and through key-leader engagement.

Cooperation allows our partners to secure their own populations and participate in regional security initiatives. This document explains how and why, through

“Through our defense posture, relationships, and capacity-building activities in the region, we will continue to build stronger and more effective partnerships. This commitment will not change. And because of this commitment I am optimistic, even confident, that the future . . . will be dynamic and secure.”¹

— *Leon Panetta*
U.S. Secretary of Defense

persistent engagement, CJTF-HOA conducts operations in support of U.S. and partnership efforts in the region.

The evolving whole-of-government approach in East Africa represents a “new and more effective means of applying the skills of our military, diplomats, and development experts.”² Such engagements “help us diminish military risk, act before crises and conflicts erupt, and ensure that governments are better able to serve their people.”³

Supporting Role, Preventive Strategy

Operating under AFRICOM, CJTF-HOA represents a key element of the U.S. Government’s (USG) preventive strategy in Africa. It fulfills an appropriate supporting role to diplomacy and development efforts, supplementing the capabilities and capacities of our East African partner nations, as well as those of NATO, European Union, and African partners, and international and nongovernmental organizations.

Working with country teams’ diplomatic and development leads, CJTF-HOA uses its resources to support AFRICOM theater security, as well as U.S. Embassy mission objectives. The whole-of-government approach emphasizes transparency, accountability, and rule of law. Developing governance, education, health care, and security addresses root conditions that lend to instability.

CJTF-HOA’s strategy aligns with U.S. and partner nations’ mutual interests, rather than focusing exclusively on threats to security. U.S. military partnerships and engagements not only build security capacity, but they also promote obedience to civil authority and establish standards of conduct.

Building partner nations’ civil-military capacities, in addition to meeting basic human needs, creates the connective tissue between host-nation governments and citizens. Such links particularly help those most vulnerable to the influences of extremists and reinforce the social contract between citizens and states. The goal is to enable regional states to address problems and generate their own solutions. Strengthened partnerships and improved internal and regional security ultimately enhances stability in East Africa.



Demolition Exercise, Arandis, Namibia

Geography

The Combined Joint Operations Area (CJOA) presents challenges and opportunities that are both complex and dynamic. This diverse area encompasses 19 sovereign nations that cover a land mass roughly the size of the continental United States.

Beyond limited infrastructure, other factors contribute to the potential for conflict and threaten stability and security in the region. Among these are poverty, drought, food-and-water insecurity, corruption, porous borders, and ethnic, tribal, religious, and political tensions. Ungoverned spaces provide sanctuaries that enable violent extremism, piracy, human trafficking, and arms, drugs, and contraband smuggling.⁴



“Protect[ing] freedom of access throughout the global commons”⁵ is a key tenet of the Department of Defense’s *Priorities for 21st Century Defense*. The implications for CJTF-HOA’s Djibouti base include the Bab el-Mandeb strait, the 20-mile-wide chokepoint between the Horn of Africa and the Arabian Peninsula. This and other waterways in and around the continent “are more than mere sources of food and energy; they are how Africa trades with the rest of the world.”⁶

Security, Stability, and Prosperity

To the north in Yemen, security, economic, and social challenges have combined to make that nation a fertile breeding ground for violent extremist groups. Al-Qaeda in the Arabian Peninsula has demonstrated that it is a threat to Yemen, the region, the U.S., and its allies. Yemen’s inability to secure its borders enables violent extremists, criminals, and contraband to flow in and out of East Africa, mainly along smuggling routes across the Gulf of Aden.⁷

Somalia has experienced violence and chaos for two decades.⁸ These conditions pose a significant threat to regional and international security by providing a safe haven for violent extremists. The al-Shabaab (“The Youth”) militia remains a major security threat to the internationally supported Transitional Federal Government (TFG) of Somalia.⁹

Key al-Shabaab leaders have aligned themselves with al-Qaeda¹⁰, which directly supports multiple terrorist-training camps and youth recruitment in Somalia.

International efforts to restore a functioning government through the TFG are bolstered by the presence of the African Union Mission in Somalia (AMISOM), comprised of troops from several East African nations. But this effort to stabilize Somalia comes with a cost. In an incident in October 2011, more than 70 were killed and 150 were injured in a single bomb attack in downtown Mogadishu. Al-Shabaab claimed responsibility for the attack.¹¹

Several other areas of ongoing or potential conflict pose challenges to security and stability in the region:

- Sudan's Darfur region is insecure, and tensions along the border of Sudan and South Sudan escalate regularly into violence. Refugees escaping from conflict in Sudan have the potential to affect the stability of neighboring countries, particularly western Ethiopia, northern Uganda, Chad, Central African Republic, and the Turkana region of Kenya.
- Eritrea's government has had problematic relations with both the African Union and the West. It has played a disruptive role in regional affairs through armed conflict and continuing tensions with its neighbors Ethiopia, Yemen and Djibouti. Eritrea has also provided arms and support to forces opposing the TFG in Somalia¹², as well as to the Ogaden National Liberation Front in Ethiopia.¹³
- Uganda faces challenges to its disarmament campaign in the volatile northeast region, where cattle raiding and violence are still common. Additionally, the Lord's Resistance Army continues to hamper stability in northern Uganda, northeastern Democratic Republic of Congo, South Sudan, and the Central African Republic.¹⁴
- Across the region, porous borders and internal demographic pressures, combined with large internally displaced and refugee populations, present additional challenges to partner nations. Along the Swahili coasts of Kenya and Tanzania, minority Muslim populations are vulnerable to violent extremism, given their proximity to Somalia and smuggling routes.

The recent discovery of oil and minerals, as well as infrastructure projects such as the proposed Lamu, Kenya, port and associated road and rail links into Uganda and Ethiopia, have the potential to bring greater prosperity and stability to the region. Beyond the civil and military activities that support human security, U.S. involvement also includes private business investments.



A young al-Shabaab recruit in Somalia.

Diplomacy, Development, Defense in 3-D

In keeping with our whole-of-government approach, CJTF-HOA closely collaborates with each country team to coordinate activities. There is no single template for this coordination process, as the dynamics of country teams, host nations, and their objectives vary. A 3-D (Diplomacy, Development, and Defense) coordination process provides necessary vetting for CJTF-HOA projects and engagements. This combination ensures that from inception and planning to execution and assessment, activities are arranged in time, space, and purpose to achieve shared goals that support Mission Strategic and Resource Plans (MSRP), AFRICOM Theater Strategic Objectives, and host-nation objectives and priorities.

The primary responsibility and authority for these synchronized efforts, particularly in conflict prevention, lies with Ambassadors. During execution, the three entities involved in 3-D maintain close collaboration among themselves and with the population in the CJOA. The key indicator of successful collaboration and cooperation is a positive reflection from all three equity holders and attainment of agreed-upon objectives.

The 3-D process should bolster long-term sustainability of projects and activities through other agencies and the departments or ministries of partner nations. Sustainability is a shared responsibility, not one that can usually be carried by a single entity. For example, CJTF-HOA project money enables construction, refurbishment, or additions to schools or clinics, but without desks, books, consumables, credentialed teachers, medical supplies or clinicians, these projects will neither succeed nor be sustainable.

The formal 3-D coordination process highlights those areas in which country-team coordination with host-nation ministries is essential for long-term sustainability. In simple terms, the formula for a successful 3-D coordination is this: projects are quality constructed with the involvement of the partner-nation military or local contractors, are outfitted with essentials, as coordinated between governments, and sustained by the partner nation.



U.S. Ambassador to Ethiopia Donald Booth participates in a coffee ceremony in Negele Borena, Ethiopia.



Geeta Pasi, U.S. Ambassador to Djibouti, reads with a young Djiboutian student.



Military Police, Dar Es Salaam, Tanzania



School Construction, Dire Dawa, Ethiopia



Land-Mine Removal, Nairobi, Kenya

Concept of Engagement

CJTF-HOA's mission is to "build partner-nation capacity in order to promote regional security and stability, dissuade conflict, and protect U.S. and Coalition interests."¹⁵ This long-term commitment and engagement epitomizes the indirect approach to enhance regional stability and enables partner nations and regional security organizations to address East Africa's security and stability challenges most effectively.

CJTF-HOA's supporting of the indirect approach emphasizes two principal types of engagements. The first is professional military-to-military exchanges in basic soldiering skills that can be employed in regional security initiatives. The second is partnered CMO projects that focus on meeting basic human needs to mitigate the conditions and influences that contribute to insecurity.

Military to Military

Military-to-military engagements that develop security capacity throughout the CJOA can be projected into areas of instability. These engagements generally occur under Title 22 authority, largely through the Department of State-led African Contingency Operations and Assistance (ACOTA) program.

Other military-to-military activities include traveling contact teams and engagements in functions such as intelligence, logistics, and public affairs, which are authorized under Title 10. Ongoing CJTF-HOA efforts include support for a broad array of techniques and best practices relevant to peace-support operations. CJTF-HOA gives a higher level of focus and support to those forces that deploy to AMISOM and the United Nations Mission in Darfur (UNAMID).

Civil-Military Operations

Civil-military engagements and projects take place in an arc-shaped area that roughly shadows the Somalia border—to include the Ogaden Region in Ethiopia—and extends from Tanga, Tanzania, on the Swahili coast, across eastern Kenya, Ethiopia, and north to Djibouti. This arc generally defines the forward edge of violent extremist influence in East Africa.

Engagements with partners along this arc center on meeting basic human needs and providing essential services. These are accomplished through development projects that build trust and confidence among host-nation government, military, and populations vulnerable to the ideology and other influence of extremist groups.

Since its inception, CJTF-HOA's sustained commitment has delivered hundreds of school, medical, and essential-services construction projects (bridges, wells, water lines, fences, and other infrastructure), and multiple Medical and Veterinary Civic Action Program (MEDCAP/ VETCAP) engagements in the East Africa region.

These engagements employ small but scalable teams whose distributed and extended nature requires unique training, logistics and operational capacities. The missions demand an extra measure of experience and maturity of personnel operating independently in uncertain environments. The approach generates positive civil-military relations, which are intended to deny extremist groups influence over populations.

CJTF-HOA also conducts CMOs outside the arc at the direction of AFRICOM or by request from Embassy country teams to support USG initiatives.



Medical Clinic, Chebelley, Djibouti



MEDCAP, Milo, Ethiopia

Unique Conditions for CMO

Within East Africa, CJTF-HOA Civil Affairs elements face these unique conditions:

- Conducting each mission as an independent line of operation, instead of the traditional supporting role normally conducted under a local-area commander.
- Fielding small-scale teams to operate over large geographic areas.
- Operating in rural areas and uncertain environments with complex linguistic, cultural, and tribal dynamics. These areas are chosen for susceptibility to violent extremist influence and are subject to rapidly changing conditions.
- Aiming engagements at activities and projects that enhance stability and prevent conflict.
- Coordinating operations and projects via the 3-D process and reinforcing them with strategic communication coordination and training.



MEDCAP, Meeto, Ethiopia

Within these complex conditions, CJTF-HOA CMOs must build and maintain a deep understanding of local environments and continually look for ways to increase regional stability and security. The most effective team members are mature and have excellent interpersonal skills, which are critically important when working independently with host-nation minority or vulnerable populations.

CMO engagements and projects are most effective with active participation from local communities. Locally contracted support, to include drivers and interpreters, is often attached to teams assigned to an area over many years. These valuable resources help connect the team with the community; employing contractors helps stimulate the economy.



School Furniture Delivery, Dikhil, Djibouti

Whenever possible, partner-nation military forces work hand in hand with CJTF-HOA to emphasize the highest form of security-capacity building: the train-the-trainer approach. One ex



Maritime Exercise, Chimoni, Comoros

ample is the Joint Civil Affairs Team in Comoros, which conducted a sea-survival course and shared lifesaving techniques in January 2011 with members of the Comorian Coast Guard, local fishermen, firefighters, and college students. Attendees at the course learned how to conduct pre-underway checks, navigation basics, water and survival, and survival at sea. Graduates then shared this information with others, and one local fisherman recounted how the techniques taught in the course had saved his life.

These forms of engagements build enduring capacity, which is largely reflected by these indicators:

- Partners are able to generate their own security and CMO capacity through leveraging the train-the-trainer approach.
- Regional partners provide self-sustainment of USG-sponsored projects (schools, clinics, wells, and other infrastructure) once construction is complete.
- Partner militaries directly support or participate in regional security initiatives.



Newly Completed Obstacle Course, Manda Bay, Kenya
needs of the Kauthara Primary School in Manda Bay, the Kenyan and U.S. Civil Affairs Teams collaborated with U.S. Navy Seabees to build a new roof and install new windows and exterior stucco to the school.

An example of a successful CMO engagement was the pairing of CJTF-HOA Civil Affairs personnel with Kenyan Army Engineers Civil Affairs Teams in February 2011 to apply civil affairs knowledge and share best practices with each other. After assessing the

Leader Engagements

An integral part of building enduring partnerships is interaction between CJTF-HOA and decision makers within our partners' militaries, governments, and religious organizations. These engagements provide opportunities to establish personal relationships, which afford a



Logistics Conference, Djibouti City, Djibouti



StratComm Training, Camp Lemonnier, Djibouti

common understanding of the environment, areas of mutual concern, and opportunities for future cooperation.

The commander, his deputy and senior staff, to include the Foreign Policy Advisor (a seasoned State Department official) and CJTF-HOA chaplains, engage with senior government and partner-nation officials in ways that create opportunities to ripen partnerships and deepen capacity-building effects.

In January 2011, CJTF-HOA's logistics director hosted a regional conference (above, left), where logisticians from Djibouti, Kenya, Rwanda, Burundi, Uganda, Tanzania, Mauritius, the African Union, and the U.S. came together to expand their collective understanding of partner-nation logistics operations, as well as conduct logistics orientations, establish cooperative partner-nation relationships and build on these relationships for the future. Each country demonstrated its own logistics best practices, expounding on issues and challenges within respective countries across East Africa.

Leader engagements such as these foster relationships and enable cooperation and capacity-building for the region.

Strategic Communication

Strategic communication provides the key to registering the impacts of partnering in a distributed-operations environment. Getting the message out takes place throughout the engagement cycle with the goal of setting conditions prior to, generating effects during, and finally leveraging effects upon completion.

To optimize effective and accurate communications that reflect partnering objectives, CJTF-HOA conducts formalized strategic-communication training (above, right) for all teams and individuals who will be working with partner militaries or populations. Operating under the premise that every member on the team is a communicator, the training pools expertise of

the CJTF-HOA staff, our Sociocultural Research and Advisory Team (SCRAT) of academics, our Public Affairs Office, and Coalition officers to ensure that actions and words are consistent and reflect the mutual interests and objectives of each engagement.

Foreign Liaison Officers

Coalition officers play a vital role in carrying out the overall strategic objectives of CJTF-HOA. On average, there are 20 military officers from 12 different nations assigned to serve as liaisons for their militaries to CJTF-HOA. They are integrated into various staff sections to help develop and execute engagement concepts. Their perspectives and experiences enhance CJTF-HOA's cultural awareness and understanding of the political, social, religious and economic contexts for issues in East Africa.



Camp Lemonnier, Djibouti

Assessing Effects

The very nature of a population-centric approach to stability through humanitarian-assistance activities makes assessment of effectiveness challenging. This is a very different process from traditional assessments of tactical or strategic objectives.

However, evaluating individual and aggregated engagements to achieve security objectives is an imperative for CJTF-HOA. It continues to refine its assessment process to improve its ability to inform priorities, decisions on placement, and the timing of future engagements. The assessment process also catalogs lessons learned to support the evolution of engagements.



New Bopwe School, Pemba, Zanzibar

Phase Zero, or conflict-prevention activities, creates a special assessment challenge. CJTF-HOA continues to gather additional data points to achieve a meaningful standard of measurement. To this end, deliberate assessments and studies are important to determine longer-term impacts of engagements and projects.

CJTF-HOA employs SCRAT social scientists to gain a better understanding of the social and cultural effects of activities by gauging local citizens' understanding of the role of the U.S. military in their community, as well as their views on the U.S. and their own militaries. Examples of deliberate assessments conducted recently include sociocultural-impact studies on Civil Affairs projects on the South Kenya Coast; a MEDCAP in Obock, Djibouti; gang activity in Kenya; water projects in Jema Neguse, Ethiopia; and a series of VETCAPs in Pemba, Zanzibar (a semiautonomous island of Tanzania). The commander's emphasis on assessment ultimately ensures that all missions and activities support country teams' MSRPs and host-nation objectives, as well as AFRICOM's Theater Strategic Objectives.

Enduring-Presence Impact

There are clear indicators that an enduring presence and genuine commitment to capacity-building contribute measurably toward advancing regional security and stability. The evidence is rooted in the assessment of capacity-building activities and development-assistance projects in the region over the past nine years. Some indicators that have emerged in the last year include the following:

- Djibouti has committed to be a Troop-Contributing Country (TCC) to the African Union Mission in Somalia, which sent troops there in late 2011. It has also demonstrated an increased desire to partner in CMO activities in northern Djibouti.
- There have been multiple occasions where residents of Dire Dawa, Ethiopia, a city and district situated at the confluence of numerous lines of communication, provided indications and warnings to CJTF-HOA Civil Affairs team members of violent extremists in the area.
- School projects conducted with the community and Kenyan government ministries have facilitated dialogue between tribes in the Great Rift Valley following election violence in 2008, contributing to a peaceful Constitutional Referendum process in 2010.¹⁶



Civil Affairs Field Exercise, Embakasi, Kenya

Combined Joint Task Force—Horn of Africa



Map-Reading Exercise, Gako, Rwanda

Partner in a New Paradigm

- USAID has linked its partners with CJTF-HOA to provide veterinary services in remote and austere locations of Uganda. The agency also arranged for CJTF-HOA to collaborate with Ethiopia on initiatives to stem malaria.
- The ACOTA-CJTF-HOA partnership has continually improved the program of instruction supporting multiple African Union and United Nations peace-support operations.

Summary

CJTF-HOA's presence in East Africa mirrors the Department of Defense policy that "the United States will continue to place a premium on U.S. and allied military presence—and support of—partner nations in and around this region."¹⁷ The country highlights below will demonstrate the ways partner nations have accepted greater responsibility for security in the region. Through careful collaboration, each partner nation, U.S. Embassy country teams, USAID, and the military can increase capacity, complete sustainable projects, and enhance security.

Security trends in the most unstable areas of East Africa pose significant diplomatic, development, and defense challenges. With continued implementation of the indirect approach, leaders should consider whether such activities can or should be undertaken to overcome the expanding extremist influences in those areas where CJTF-HOA is not currently engaged.

The complex operating environment of East Africa is a varsity-level challenge, especially in light of future engagements that will primarily focus on "innovative, low-cost, and small-footprint approaches to achieve our security objectives."¹⁸

The material presented in this document indicates that USG objectives in conflict prevention, capacity building, generating trust, and setting conditions for stability are achieved in those areas where time and resources have been committed. Nearly a decade of CJTF-HOA operations, now part of a broader, more comprehensive approach, are building trust and confidence with vulnerable populations, and most important, between those populations and their governments. Developing relationships of trust is not a sprint. They can only be built through the marathon of sustained engagement and commitment over time.



Combat Physical Training, Cheik Moussa, Djibouti

Country Highlights

In a November 2011 speech to members of the U.S. Military, Defense Secretary Leon Panetta stated that “building partnership capacity [is] critical to fulfilling the military missions of the future.” Building capacity is a long and deliberate process that requires substantial intellectual and material-capital investment.

CJTF-HOA contributes to stability in the East African region through focused, persistent engagements that seek to build capacity while fostering cooperation and trust. These partnerships have yielded substantial results in East Africa. This section highlights our engagements and capacity-building activities in the nations of the CJOA.

Republic of Djibouti

Located at the mouth of the Red Sea, Djibouti lies directly across the Bab-el-Mandeb strait from the southern tip of the Arabian Peninsula. Due to its proximity to the Suez Canal, Djibouti is situated at one of the five key maritime traffic chokepoints in the world.

The U.S. Government maintains a strong relationship with Djibouti. CJTF-HOA contributes to this relationship by working closely with USAID on U.S. Embassy health and education initiatives. CJTF-HOA’s operations also help build Djiboutian security capacity. Cooperative security and force-protection activities, as well as regular military-to-military contacts between U.S. and Djiboutian forces, have enabled Djibouti to increase its contributions to regional security operations.



Country maps courtesy of LonelyPlanet.com



Ecole 5 Construction, Djibouti



Medical Exchange, Djibouti



Dikhil High School, Djibouti

CJTF-HOA’s support to the U.S. Government’s Africa Contingency Operations Training and Assistance (ACOTA) program has increased Djibouti’s security capacity and enabled the Forces

Armée Djiboutiennes (Djiboutian Armed Forces) to prepare a battalion of peacekeepers to support AMI-SOM.

CJTF-HOA's involvement in the Obock MEDCAP was one of many projects demonstrating successful teaming of local providers with U.S. Military health professionals to benefit local residents who would otherwise not have had access to beyond-basic medical services.

"U.S. Soldiers are helping . . . make all this possible," said Dr. Saber Ali Ahmed, Obock Clinic chief of medicine. "Many of these people cannot afford the long and expensive trip to Djibouti City, so this event is very beneficial to them."

"Djibouti is invaluable as we conduct our theater-security cooperation activities with our African partners. A stable friend in a fragile region, Djibouti provides the only enduring U.S. military infrastructure in Africa."

— *General Carter F. Ham*
Commander, AFRICOM

In coordination with the U.S. Embassy and USAID, CJTF-HOA supports water projects and health-training programs, which help the Djiboutian government build essential-service capacity and promote good governance. In addition, CJTF-HOA's Civil Affairs teams continually interact with the local populace to build lasting relationships with the people of Djibouti.



Federal Democratic Republic of Ethiopia

Ethiopia is a landlocked nation, bordered by Eritrea, Sudan, South Sudan, Kenya, Somalia, and Djibouti. Ethiopia has been a strong regional partner with CJTF-HOA since 2003.

Recent SCRAT research shows solid support for a continued U.S. presence in Ethiopia. Working with the U.S. Embassy and USAID, CJTF-HOA has supported several health, education and water initiatives in

addition to multiple military-to-military engagements, which have increased Ethiopia's security capacity and improved stability in the region.

CJTF-HOA has worked extensively with the Ethiopian National Defense Force on officer and noncommissioned officer training, combat medical training, C-130 aircraft operations, and civil-defense operations.

In 2011, CJTF-HOA's Civil Affairs teams coordinated a VETCAP effort in Negele Borena, Ethiopia, providing vaccinations and medications to more than 25,000 cattle, chickens, and other live-

stock. CJTF-HOA personnel worked closely with local animal-health workers and the district veterinary office to help owners preserve the health of drought-affected animals. Said one local animal-health worker at the conclusion of the exercise, “It was great to see the U.S. Army Civil Affairs vet team side by side with us treating animals. You weren't just sitting there; you were out there with us helping our community.”



Negele Borena Bridge, Ethiopia

CJTF-HOA has supported other construction and school projects, such as the Negele Borena Bridge (above), as well as education initiatives in Ethiopia. Taken together, these efforts provide a sense of hope for the future and help diminish extremist influences on people’s perceptions of the United States and its Coalition partners.

“The construction of the bridge here by the U.S. military’s Navy Seabees will help the people of Negele Borena to build a more prosperous future for [the] community,” said U.S. Ambassador to Ethiopia Donald Booth at the dedication ceremony for the bridge, which spans a flood-plagued ravine that previously prevented access to schools and health care.

United Republic of Tanzania

Located south of Uganda and Kenya and to the east of Burundi and Rwanda, Tanzania is a member of the East African Community, with observer status in the East African Standby Brigade.

CJTF-HOA activities in Tanzania are divided among CMO, humanitarian projects, and military-to-military en-



“The Combined Joint Task Force, in conjunction with country teams and host nations, has allowed us far greater reach in carrying out U.S. foreign policy.”

— *Alfonso E. Lenhardt*
U.S. Ambassador to Tanzania

gements. For CMO/HA projects, CJTF-HOA has concentrated its partnership efforts with Tanzania in the Mkinga District of the Province of Tanga, in the city of Tanga proper, and on Pemba (the northernmost island in the Zanzibar Archipelago). MEDCAP and VETCAP programs have brought quick and noticeable results to the livelihood of many Tanzanians through the improved health of the local population and their livestock. Rainwater-harvesting projects negate the need for people to walk multiple miles to obtain fresh water.

For military-to-military engagements, subject-matter experts from CJTF-HOA share best practices with the Tanzanian People’s Defense Force (TPDF) in military logistics, small-boat operations, and maintenance. Additionally, mentors from CJTF-HOA have assisted ACOTA instructors in preparing the TPDF for peacekeeping operations in Darfur.

Strong relationships promote trust and improve capacity across the region. Working in partnership with local animal-health workers and representatives from all four district livestock offices, Civil Affairs teams organized a four-week VETCAP on Pemba Island, treating a total of 9,155 animals. The project was designed to train and place greater responsibility with district livestock officers. Team members noted significant improvements in the assertiveness of their local counterparts as the event progressed. Workers began taking greater ownership of the project and assumed leadership positions in administering medications and making diagnoses.



VETCAP in Pemba, Zanzibar (Tanzania)



Maritime Exercise, Dar Es Salaam, Tanzania

CJTF-HOA supports U.S. Embassy efforts to promote stability and good governance in Tanzania. Interaction between our teams and the local population fosters understanding and diminishes the influence of violent extremists in the region. A TPDF officer, speaking about villagers who benefitted from a CJTF-HOA Maritime Civil Affairs Team (MCAT) water-well project, said, “Life is easier because of this water. They appreciate [your] help. Now, instead of them thinking where to get water, they are thinking about other important things... It helps them to understand that we’re friends. You’re making a difference.”



Union of the Comoros

Located between Tanzania and Madagascar, the Union of the Comoros is comprised of three islands: Grand Comore, Mohéli, and Anjouan. Porous borders, limited security, and fragile institutions create unique challenges for this island nation on the region's maritime flank.

CJTF-HOA has partnered with the government of Comoros on education, medical-service and public-information initiatives, which support stability and good governance. Military-to-military col-

laborations include small-boat skills training for the Comorian Coast Guard and demonstration of construction methods.

Working with the Chief of Defense, CJTF-HOA's Maritime Civil Affairs Team provided essential training to the Comorian Coast Guard on the operation of their new Archangel patrol boats, along with basic seamanship, maintenance, navigation and mission planning. The boats, provided by the U.S., and the training were critical toward helping the isolated island nation build essential maritime-security capacity.

By invitation from the Union of Comoros' government in 2010, the CJTF-HOA's MCAT developed a safety-training program, which instructed hundreds of local fishermen on basic sea survival and navigation. The course began on Grande Comore and then expanded to Anjouan and Mohéli. The Comorian government contributed to the success of the program by purchasing GPS units and personal-flotation devices. By partnering with the Comorian government for the last few years, the CJTF-HOA has increased fishermen's confidence levels and enhanced their ability to self-sustain. Maritime-security capacity and stability in the islands has also significantly increased. In several school-renovation projects, Civil Affairs teams worked hand-in-hand with local volunteers, which not only gave the locals the opportunity to learn new skills, but also enhanced cross-cultural relationships.



Patrol-Boat Tour, Chimoni, Comoros

“We are grateful for the school and the Americans who come around. It has positively changed our image of the United States.”

— *Ahmed Fatoumia*
Headmistress of newly built
Comorian Nioumamilima School

Strong partnerships and positive perceptions are crucial to the successful completion of CJTF-HOA’s mission in the region. Referring to the Safety, Navigation, and Survival Course that CJTF-HOA’s MCAT team provided to numerous groups, Comorian Vice President Idi Nadhoim publicly stated, “We are truly grateful for all that you have done and hope that you are able to keep doing more.”

Strong partnerships and positive perceptions are crucial to the successful completion of the CJTF-HOA’s mission in the region. In 2012, two school dedications are being planned, and additional books produced

for the Comoros Malaria Surveillance and Educational Outreach MEDCAP project will be distributed.

Republic of Kenya

Kenya shares borders with Somalia, Tanzania, Uganda, South Sudan, and Ethiopia. An active member of the United Nations and the African Union, Kenya’s stability makes it an important strategic partner in the region.

CJTF-HOA conducts military-to-military operations, CMO, and humanitarian assistance missions that focus on building partnership and security capacity. Activities focus on improving self-defense, safety, education, and medical, dental, veterinary, and spiritual needs of the populace of Kenya.



CJTF-HOA collaborates with the Kenyan Ministry of State for Defense on programs that increase Kenyans’ capacity to support regional peacekeeping operations. In 2011 U.S. personnel trained and exchanged best practices in civil affairs, explosives deterrence, sea survival and emergency management, as well as educational, medical, dental, veterinary, and spiritual programs. CJTF-HOA is committed to partner engagements that help prevent conflict and bring stability and security to the region.

CJTF-HOA strives to build strong partnerships by closely coordinating with the U.S. Embassy, USAID, and several nongovernmental organizations on sustainable community projects that improve Kenyans’ quality of life. Examples include the Community Watch on the Water program, designed to report criminal activity in local waters, as well as a basic lifesaving course, which were recently implemented in the coastal province of Kenya.



MEDCAP, Assa, Kenya



Counter-IED seminar, Nairobi, Kenya

Perceptions of the U.S. military continue to improve, and our continued presence has had a lasting, positive, impact in Kenya. A school refurbishment project in Mkokona has given new hope to local youth. Civil affairs partnerships with the U.S. have helped Kenyans gain confidence to self-sustain. Because of the positive impact the U.S. team has had on Kenya's military members and citizens, they look forward to more training from the U.S. Our partnerships and interactions with Kenya have helped mitigate extremist activity in the region, including that emanating from Somalia, and contribute to an increased desire for U.S.-Kenyan interaction.

Republic of Uganda

Uganda has been a leader in resolving conflicts both internally and in the East African region. Its growing security capacity and northern border with Sudan make it a key strategic partner.

Current U.S. government interaction with Uganda can be divided into five categories: democracy and governance, peace and security, health and education, economic growth and biodiversity, and humanitarian assistance. To support these initiatives, we cooperate with the U.S. Embassy and USAID on a wide range of activities across the country.



CJTF-HOA has provided sustained support for the U.S. Government's Peace-Support Operation Soldier Skills Training program. Our personnel have engaged in train-the-trainer events with instructors from the Ugandan People's Defense Force (UPDF), covering such topics as convoy operations, countering improvised explosive devices, urban patrol, and civil-military operations. These efforts have had a positive effect on regional stability as UPDF soldiers continue to

deploy in support of peacekeeping operations like the African Union Mission in Somalia.

Cooperative activity among CJTF-HOA, the U.S. Embassy, and the Government of Uganda allows for a more comprehensive approach in achieving U.S. foreign policy goals. To express its support for the work done by CJTF-HOA's Civil Affairs teams, the U.S. Embassy presented one team member with the Meritorious Honor Award and gave certificates of appreciation from the Ambassador to the entire team. In addition, the Ambassador commented that CJTF-HOA's Gulu and Amaru VETCAPs "successfully collaborated with several Ugandan partners. Also evident was positive interaction with international nongovernmental organizations."

"HOA's engagements over several years . . . establish credibility with nongovernmental organization partners."

— *Jerry Lanier*
U.S. Ambassador to Uganda

CJTF-HOA's civil-military operations contribute to Ugandan stability by helping to relieve social tensions. Assisted by the United Nations Development Program, CJTF-HOA and the UPDF worked together on a water catchment for the Moruita Valley Dam project, which helped mitigate an ongoing conflict between neighboring villages over livestock-watering issues. In addition, CJTF-HOA partnered with the Department of State to provide a course on civil-military operations to the UPDF. Results of the exercise were overwhelmingly positive and one graduate stated, "They have seen the potential in us. These last two weeks have brought out that potential."



Religious exchange, Kampala, Uganda



VETCAP, Lolachat, Uganda

Notes

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